

Approved For Release 00010802 : CIA : 2001-07-24 2007-07-10 1001

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CENTRAL INTELLIGENCE GROUP/AGENCY  
Washington, D. C.

STATINTL

ADMINISTRATIVE INSTRUCTION

MEMORANDUM  
NUMBER 14

27 March 1947 *Jobs*

*Indexed 4/15/47*

SUBJECT: Efficiency Rating Program

EFFECTIVE UNTIL 1 JUNE 1947 UNLESS SOONER RESCINDED

STATINTL

(NOTE: C.I.G. MEMORANDUM [REDACTED] NOT GIVEN REGULAR DISTRIBUTION -  
TO ALL SUPERVISORS, ADMINISTRATIVE AND RATING OFFICIALS  
ONLY)

1. Purpose. The purpose of the memorandum is to inform you in a general way, of the Efficiency Rating Program of CIG and to outline the administrative framework within which the program will operate.
2. References. References relating to the "Uniform Efficiency Rating" are:
  - a. Section 9, Classification Act of 1923 as amended.
  - b. CSC Efficiency Rating Manual, amended March 15, 1944.
  - c. OSC Rating Officials Guide, June 1945.
  - d. CSC Federal Personnel Manual, Chapter E 1, August 7, 1945.
3. Coverage. The uniform efficiency rating system promulgated by the Civil Service Commission legally applies to all employees paid under the compensation schedules contained in Section 13 of Classification Act of 1923, as amended. Accordingly, this rating system applies to all Civilian Employees in CIG in Washington and the Field. An employee is not excepted from this system because of part time or temporary employment or because of type of funds from which paid.
4. Policy.
  - a. The accomplishments of CIG will be determined by the manner in which each employee performs his assigned duties. For this reason, it is important for CIG to know how well each employee is accomplishing his specific task.
  - b. The efficiency rating system, if properly and uniformly applied, will determine the effectiveness of each employee in carrying out his duties as a part of the mission of CIG. It is, therefore, the responsibility of every representative of Management to apply the efficiency rating system in accordance with approved regulations.
  - c. Information secured by the system also provides an indication as to the need for employee utilization, information for reassessments, transfers, promotions, demotions, training and employee relation activities.
  - d. Efficiency ratings assist employees by providing them with information on how well their job or work is being performed and where their work is deficient. An employee who knows his work is being

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RENUMBERED PER CIA GENERAL ORDER [REDACTED]

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EFFECTIVE 30 JUNE 1947, CIG MEMORANDA WILL REMAIN IN FORCE UNTIL CANCELLED OR  
SUPERSEDED

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evaluated, strives to accomplish more and better work. A recorded evaluation of his work is a protection against unfair action, whether it be deliberate or caused by inadequate information. Furthermore, the efficiency rating process gives the employee an indication of his progress upon which his advancement depends.

c. The system provides each supervisor with a tool which will point out the inadequacies, weaknesses and failings of employees as well as the desirable and outstanding qualities and performances of the employees.

5. Administration of the Efficiency Rating System.

a. Responsibility. The Director of Central Intelligence is required by law to rate the efficiency of each employee who is subject to the system. The Director has delegated this responsibility to the Chief, Personnel Division. The Personnel Relations Section and the Efficiency Rating Committee have been given the responsibility for administering the program.

b. Membership and Functions of the Efficiency Rating Committee:

(1) The CIG Committee has been designated by the Director, and the membership is as follows:

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This Committee will serve in a staff capacity for the Director and the Chief, Personnel Division, and will be primarily concerned with general efficiency rating policies and with the coordination of the program throughout CIG. Briefly, the responsibilities of the Committee are:

- (a) To act for the Director in applying the efficiency rating system.
- (b) To insure that uniform standards are applied throughout its jurisdiction.
- (c) To advise and assist administrative and supervising officials in determining performance requirements and training programs.
- (d) To assist reviewing officials and others regarding rating procedures.
- (e) To review and approve individual rating sheets for proper markings.

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(f) To hear and determine appeals and recommendations of ratings originally approved by the Committee.

(g) To see that ratings are made when due.

c. Efficiency Rating Officer. An efficiency rating officer appointed by the Assistant Director of each office will, with the assistance and guidance of the committee and the Efficiency Rating Technician, assigned to the Personnel Relations Section, implement the rating program in each Office. He will encourage supervising officials in setting performance standards, conduct supervising training programs and in the selection of element patterns and review initial and appellant ratings to insure uniform application of the system within the Offices of CIG.

d. Rating Official. The Rating Official will be the person immediately responsible for the work of the employee (first person in authority who has supervisory responsibilities). The Rating Official will make the initial evaluation of performance.

e. Reviewing Official. The Reviewing Official will be the supervisor highest in line of authority above the rating official who has personal knowledge of the employee's performance. He may, upon review, approve or revise the ratings after conferring with rating officials and any intermediate supervisors.

6. Types of Ratings.

a. Official Ratings.

(1) Official regular ratings are prepared annually as of March 31 for all employees who on that date are not serving probational or trial period and who have worked in CIG for at least 90 calendar days during the rating year in the classification grade held on March 31.

(2) Official Probational or Trial Period Ratings are to be made 60 days before the close of the employee's probational or trial period.

b. Official Special Ratings. Generally, an official special rating is made whenever the employee has no official rating of record as of the latest 31 March date or any date thereafter and a current official rating is needed for periodic within-grade salary increase determination. An official special rating is made in connection with a reduction in force when there is no official rating on record. Such rating is official for all purposes for which it is appropriate, even though it is based on less than 90 days' service.

c. Administrative-Unofficial. Administrative unofficial ratings are prepared to provide supplementary records of performance for administrative information and use.

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7. Notice to Employees. After approval by the Efficiency Rating Committee, every employee shall be notified of his official rating on Standard Form 68. All notices will be released simultaneously on a date designated by the Efficiency Rating Committee, but not later than 29 May. Copies of Form 68 will not be made for filing. However, the date that the notice is given the employee will be inserted on Standard Form 51 which will be filed in the employee's personnel folder.

8. Efficiency Rating Appeals. There are two general types of appeals, administrative and statutory.

a. Administrative appeals will be those conducted wholly by and within CIG, and will be heard and decided upon by the Efficiency Rating Committee. An employee's use of the administrative appeals procedure, which will be developed, will not preclude or prejudice his right to appeal to the Statutory Board of Review.

b. Statutory appeals will be conducted by the Efficiency Rating Board of Review for CIG. The chairman of this board will be designated by the Civil Service Commission. One member will be selected by CIG employees and the third by the Director or his designate. The statutory appeal will be conducted in accordance with Civil Service Commission regulations and procedures.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

[REDACTED] STATINTL

Executive for Personnel  
and Administration

ATTACHMENTS: None

DISTRIBUTION: To All Employees of CIG

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STATINTL **GENERAL INTELLIGENCE AGENCY**  
Washington, D.C.

ADMINISTRATIVE INSTRUCTION  
NO. [REDACTED]

8 March 1948

SUBJECT: Efficiency Rating Program.

STATINTL (This rescinds Administrative Instruction [REDACTED] dated 27 March, 1947, subject: Efficiency Rating Program.)

1. General

a. The Director of Central Intelligence is required by law to provide for the rating of the performance of employees of this Agency in accordance with the uniform efficiency rating system promulgated by the Civil Service Commission.

b. The Chief, Personnel Branch, A&M, will supervise the application of the efficiency rating system.

c. The performance of all civilian employees in CIA will be rated in accordance with the provisions of this Instruction.

2. Efficiency Rating Committee

An Efficiency Rating Committee which shall review and apply rating standards uniformly and approve efficiency ratings of all employees in the Agency is hereby established composed of the following:

STATINTL [REDACTED]

3. Efficiency Rating Officer

Each Staff Chief and Assistant Director will appoint an Efficiency Rating Officer for his activity to advise and assist supervisory officials in establishing performance standards, conducting efficiency rating training programs and selecting element patterns. Efficiency Rating Officers, with the guidance of the Committee, will review the ratings of the employees within their units to insure uniform application of the system and adherence to regulations before sending the ratings to the Personnel Branch, A&M.

4. Rating Official

The supervisor immediately responsible for the work of the employee is the Rating Official, and will make the initial evaluation and rating (5276)

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of all employees under his supervision. He will discuss such evaluation and rating with each employee before submitting the rating to the Reviewing Official.

5. Reviewing Official

The supervisor highest in line of authority above the Rating Official who has personal knowledge of the rated employee's performance is the Reviewing Official. He may, upon review, approve or revise ratings after conferring with the Rating Official and any intermediate supervisor concerned.

6. Kinds of Efficiency Ratings

a. Entrance Ratings. An entrance rating is a temporary base rating assigned by the Personnel Branch when an employee is first assigned to a position. If the employee has a current official rating based on work in a different position, such rating is his entrance rating, except that if "Unsatisfactory", his entrance rating is raised to "Fair". If the employee has no current official rating, he is assigned an entrance rating of "Good".

b. Regular Ratings. A regular rating must cover at least 90 calendar days of active service in the current position and must be made within six months after the appointment or change in position of an employee, and annually thereafter. Official personnel actions such as administrative within-grade salary increases will be based on regular ratings.

c. Administrative-Unofficial Ratings. Unofficial ratings may be made to provide supervisors with supplementary information about an employee's performance.

7. Notice to Employee

After approval by the Efficiency Rating Committee, every employee rated will be notified of his official rating.

8. Efficiency Rating Appeals

a. Administrative appeals will be heard and decided upon by the CIA Efficiency Rating Committee. An employee's use of the administrative appeals procedure will not preclude or prejudice his right to appeal to the Statutory Board of Review.

b. Statutory appeals will be conducted by the Efficiency Rating Board of Review for CIA. The Chairman of this Board is designated by the Civil Service Commission, one member is selected by CIA employees, and the third by the Director of CIA or his designate.

c. Appeals will be filed by submitting a written statement in triplicate, within 90 days after receipt of notification of efficiency rating, addressed to the Chief, Personnel Branch, A&M, and

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containing the following information:

Appellant's name;

Mailing address;

Classification grade in which rated;

Date notified of efficiency rating;

Organization unit in which the rating was assigned;

Reason for appeal;

Whether administrative or statutory review is desired.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

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Executive for  
Administration and Management

DISTRIBUTION: A

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CENTRAL INTELLIGENCE GROUP  
Washington, D. C.

revised

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*Adm*  
MEMORANDUM  
NUMBER [REDACTED]

27 March 1947

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SUBJECT: Efficiency Rating Program

EFFECTIVE UNTIL 1 JUNE 1947 UNLESS SOONER RESCINDED

(NOTE: C.I.G. MEMORANDUM [REDACTED] NOT GIVEN REGULAR DISTRIBUTION -  
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FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

[REDACTED] STATINTL

Executive for Personnel  
and Administration

ATTACHMENTS: None

DISTRIBUTION: To All Employees of CIG

C 3 1 CONFIDENTIAL SECRET  
(CLASSIFICATION TOP AND BOTTOM)CENTRAL INTELLIGENCE AGENCY  
OFFICIAL ROUTING SLIP

TO	INITIALS	DATE
1 Chief, Pers. Br.	K	3/8
2 Chief - Management		
3		
4		
5		
FROM	INITIALS	DATE
1 Chief, Mgt. Br.	DMH	5 Mar.
2 Chief Pers.	K	3/8
3		

APPROVAL       INFORMATION       SIGNATURE  
 ACTION       DIRECT REPLY       RETURN  
 COMMENT       PREPARATION OF REPLY       DISPATCH  
 CONCURRENCE       RECOMMENDATION       FILE

## REMARKS:

BEMBEMET

SECRET      CONFIDENTIAL      RESTRICTED      UNCLASSIFIED  
 FORM NO. 30-4  
 SEP 1947

DRAFT- [REDACTED]

4 March 1948

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CENTRAL INTELLIGENCE AGENCY  
Washington, D. C.

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March 8, 1948 for stenoid  
R. M. H.

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ADMINISTRATIVE INSTRUCTION  
NO. [REDACTED]

SUBJECT: Efficiency Rating Program.

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(This rescinds Administrative Instruction [REDACTED], dated 27 March, 1947, subject: Efficiency Rating Program.)

1. General

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3. Efficiency Rating Officer

Each Staff Chief and Assistant Director will appoint an Efficiency

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**Appellant's name:**

**Mailing address:**

Classification grade in which rated;

Date notified of efficiency rating:

Organization unit in which the rating was assigned;

**Reason for appeal:**

Whether administrative or statutory review is desired.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

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